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PERFORMANCE PLANNING

As a supervisor, your primary responsibility is getting the job done. The best way to do this is by developing your staff. This is what performance planning is all about. It means planning work assignments in the context of your department's goals, as well as your employees' goals.

Performance Planning involves two interrelated parts. The first is the Employee Position Description which provides explicit examples of the employee's responsibilities and the actions taken to fulfill these responsibilities. The second part of Performance Planning is the Employee Performance Evaluation, which is a measure of the employee's effectiveness in carrying out the responsibilities and actions outlined in the Position Description. This booklet will explain Performance Planning in detail so you can complete these forms accurately and effectively.

THE EMPLOYEE POSITION DESCRIPTION

WHAT IS IT?

The Employee Position Description is a detailed outline of the responsibilities and actions an employee carries out in his position. This form should be completed for every County employee and a copy on file in the department and with Personnel. A performance evaluation cannot be completed without a Position Description.

WHO COMPLETES THE POSITION DESCRIPTION?

There are two different methods for completing the Employee Position Description. Both methods are acceptable and it is up to you, as a supervisor, to choose which method you prefer.

The first method we suggest is that you, the supervisor, complete the Position Description and then give it to the employee to read and sign. You alone clearly define the responsibilities and actions that are to be carried out by the employee in his position.

The second method we suggest is a two-way discussion between you and the employee of the job responsibilities and actions that are to be carried out by him. In this method, it is the responsibility of the supervisor, with the help of the employee, to make sure the responsibilities and actions are clear and accurate. The supervisor should sign the Employee Position Description only when it is finalized, and the supervisor and employee are in total agreement as to the contents of the Position Description.

WHEN CAN IT CHANGE?

A Position Description can only be changed or updated in the first six months of an evaluation period. An evaluation period is the year's time between one performance evaluation and the next. For example, if an employee receives an evaluation in July of 1995, the next evaluation would be due in July of 1996. The employee's Position Description could only be changed between July of 1995 and January of 1996, because that would be the **first** six months of the evaluation period.

An employee may be assigned additional responsibilities in the second six months of the evaluation period. However, it would not be fair to rate the employee on those responsibilities when he has had less than six months in which to perform those responsibilities.

HOW TO COMPLETE THIS FORM.

The Title Page is the first step in completing the Employee Position Description. Refer to the example provided on page 6. The Title Page provides general information about the employee and the position, and should include the following information:

1. Employee's Name and Social Security Number.

2. Employee's Department, Division and Address where employee works.
3. Class Code and Classification Title for the employee's position. This is the class code and title **used in the pay plan**.
4. Position's Unofficial Working Title, if any. This is the title the Department may give the position.
5. Nature of Work requires a concise, one-sentence statement giving the overall reason the position exists.
6. Name and Classification Title of the employee's immediate supervisor (person completing the Employee's Performance Evaluation).
7. Classification Title(s) of, and number of, people directly supervised by the employee.
8. Organizational diagram using Classification Titles, and showing the employee's position in relation to his supervisor and subordinates, if any.
9. Date the Position Description was initially written, or the last date any changes were made to the description.
10. Signatures of the employee and appropriate supervisors.

The subsequent page or pages of this form is the Responsibilities and Actions page, the most important part of the Position Description. Performance evaluations are based on the information you provide, so be sure this information is clear and accurate.

RESPONSIBILITIES

An employee's job should consist of a clear set of responsibilities. These responsibilities are the major duties of the position for which the employee is held responsible. Each responsibility statement should contain an **activity clause** (the actual responsibility), a **connector phrase** (e.g., so that, in order to), and a **measurable end result** (what must happen to carry out the actual responsibility).

Example: To supervise clerical support staff (**activity clause**) to ensure (**connector phrase**) the efficient operation of the department (**measurable end result**).

There should be *four to ten* major responsibility statements on a Position Description, although in some cases there may be more or less.

AMERICANS WITH DISABILITIES ACT (ADA)

The Americans with Disabilities Act (ADA) requires all employers to identify the **Essential** and **Non-Essential** functions (responsibilities) of **each position** in their organization. The Employee Position Description is the most effective way to describe the Responsibilities of any one position.

Essential functions can be thought of as the "must do's" of a job. Employee responsibilities may be essential because they determine the purpose for which the job exists. An example of an obvious essential function is the performance of typing duties within a Clerk Typist I position.

Essential functions may also depend on the number of other employees capable of performing a specific responsibility or the number of employees assigned to perform the specific responsibility. Routine tasks accomplished by one or two employees may be essential functions, whereas the same tasks spread out among six or seven employees distributes the responsibility and reduces the likelihood that a task is essential to any one position.

Non-essential functions can be considered as the "also to be done" responsibilities of the job. A job will typically include **both** essential and non-essential functions. Non-essential functions are those tasks which are marginal to the job. This means activities that are sporadic, irregular and non-recurring are considered non-essential.

PRIORITY LEVELS

Priority Points are assigned to each of the Essential and Non-Essential functions. Responsibility One is the most important, and therefore should receive the highest number of priority points. Responsibility Two is next in importance, and receives the second highest number of priority points, and so on. It is up to you, as a supervisor, or up to you and the employee together, to decide how many points a responsibility should receive. **Priority points for all the responsibilities must equal a total of thirty (30) points.**

Example: Using the previous example, you decide the most important responsibility is **"To supervise clerical support staff"**. You assign it fifteen (15) points. Responsibility Two is next in importance. Let's say you assign it nine (9) points. You decide Responsibility Three should receive three (3) points, Responsibility Four, receives two (2) points, and Responsibility Five, being least important, receives one (1) point.

Priority Level	Responsibilities
15	Responsibility 1
9	Responsibility 2
3	Responsibility 3
2	Responsibility 4
1	Responsibility 5
30	TOTAL POINTS

As you see, the priority points equal thirty (30).

The point distribution is up to you, as long as Responsibility One has the highest number, Responsibility Two the second highest, and so on. Properly assigned priority points will identify to the rating supervisor and the employee the relative worth of each responsibility to the job.

Please take time to consider these factors when generating your employee position descriptions. Keep in mind that the position's essential responsibilities should equate to the higher priority tasks of the position, and therefore, higher priority points. Non-essential functions should have very low priority points allocated since they represent infrequently occurring responsibilities.

ACTIONS NECESSARY TO MEET RESPONSIBILITIES

An employee has specific actions that he is assigned to perform that are necessary to successfully carry out each responsibility. There are usually one to six action statements for every responsibility. Each action statement is specifically related to the activity clause "**To supervise clerical support staff**".

Example:

Priority Level	Responsibilities	Actions Necessary to Meet Responsibilities
15	1. To supervise clerical support staff to ensure the efficient operation of the department.	A. Assign work to ensure deadlines and priorities are met. B. Answer questions regarding procedures. C. Complete performance evaluations. D. Review office procedures and implement changes as needed.

Notice how each action statement is directly related to the activity clause of the responsibility.

Review the completed example of the Employee Position Description on page 7 of this booklet.

EMPLOYEE POSITION DESCRIPTION
CITY-COUNTY PERSONNEL DEPARTMENT

1 Last Name First Middle Initial Social Security Number
Hartley Susan A. 000-00-0000

2 Department Division Address
Personnel Administration County/City Building
555 South 10th

3 Class Code Classification Title Working Title
2331 Administrative Aide I Same

5 Nature of Work
This is responsible work organizing and supervising the work of subordinate clerical staff.

6 Supervisor/Class Title Margaret Shafer/
Administrative Services Officer

7 Employees Supervised Clerk I (1)
Clerk Typist I (2)
Clerk Typist II (2)

8 Organizational Chart
Administrative Services Officer
*
Administrative Aide I
*
Clerk I Clerk Typist I Clerk Typist II

9 Date Prepared/Revised
3-6-95

10 Employee's Signature
Rating Supervisor's Signature
Division Supervisor's Signature

PRIORITY LEVEL	RESPONSIBILITIES	ACTIONS NECESSARY TO MEET RESPONSIBILITIES
	I. ESSENTIAL JOB FUNCTIONS	
15	1. To supervise clerical support staff to ensure the efficient operation of the department.	A. Assign work to ensure deadlines and priorities are met. B. Answer questions regarding procedures. C. Complete performance evaluations. D. Review office procedures and implement changes as needed.
9	2. To develop and monitor departmental budget in order to ensure that money is used efficiently.	A. Attend budget meetings and hearings. B. Review and analyze past expenditures and future needs of department. C. Complete budget forms. D. Make adjustments to budget as necessary. E. Approve or disapprove purchase requests and bills.
3	3. To complete special reports as assigned in order to assist department head.	A. Research and compile information related to assigned project. B. Prepare written report on findings. C. Respond to requests for information, complaints, etc., from other departments and general public.
2	4. To maintain inventory in order to track and replace equipment and supplies as necessary.	A. Call vendors to obtain price quotes. B. Monitor supply use and anticipate ongoing needs. C. Replace office equipment, upon direction, exploring potential replacement qualities and cost. D. Complete and submit purchase request and voucher.
	II. NON-ESSENTIAL JOB FUNCTIONS	
1	5. To coordinate and schedule departmental meetings.	A. Identify available meeting room sites based on group size and equipment needs. B. Schedule meeting rooms for needed dates and times with appropriate departmental representative as necessary. C. Complete follow-up contacts to ensure meeting room sites met staff, speaker and group needs.

THE EMPLOYEE PERFORMANCE EVALUATION

In a performance evaluation, we primarily evaluate work methods and the quality of work produced, not the employee's personality traits. As a supervisor, you should establish a clear link between the performance evaluation and the County's merit pay system. This is perhaps one of the most difficult aspects of making the performance evaluation a working tool. That is, assuring it does indeed become a basis for compensation - both granting and withholding merit increases.

TYPES OF EVALUATIONS AND WHEN THEY ARE USED

Completion of Probation - prepared three (3) weeks prior to completion of the six (6) month probationary period or prior to completion of six-month probation following promotion. The employee receives a step increase upon successful completion of the six (6) month probationary period. The employee's eligibility date is changed to one year from the effective date of the completion of probation.

Annual or Merit Evaluation - prepared three weeks prior to the established eligibility date. Employees at the maximum rate for their pay grade must be evaluated annually, even though they are not eligible for an increase.

Demotion for Cause - prepared at least ten working days prior to the effective date of a demotion related to performance.

Other - prepared when there is a need for a comprehensive evaluation of an employee other than on the established eligibility date. This would occur when:

- a. The supervisor determines that notice to an employee of declining performance is necessary.
- b. An employee is transferred to a different job during an evaluation period. (See page 12)
- c. An employee had two supervisors during an evaluation period. (See page 12)

For Period: From --- To --- - This portion should state the actual dates the Performance Evaluation covers.

HOW IS THE PERFORMANCE EVALUATION USED?

The usefulness of any Employee Performance Evaluation depends almost entirely upon the understanding, impartiality, and objectivity with which the evaluation is made. A performance evaluation is a basic tool of supervision. It should be used to help the employee improve his job performance. The care and skill used by the supervisor in evaluating an employee is a measure of the supervisor's ability to direct the work of the employee.

The Employee Performance Evaluation, made in an informed and conscientious manner, can be valuable to supervisor and employee alike. Through periodic review of the employee's work performance, the supervisor gains a better understanding of the employee's knowledges, abilities, and skills. Thus, the supervisor can more effectively develop and train the employee in the use of his respective abilities, and can recognize

commendable or outstanding job performance. At the same time, it enables the supervisor to assist the satisfactory or less than satisfactory employee in improving his performance.

From the employee's standpoint, this evaluation is important because it specifically points out how well he is progressing on his job and performing the work assigned.

WHO PREPARES THE PERFORMANCE EVALUATION?

The rating supervisor is responsible for completing the Employee Performance Evaluation. Each Department Head, or his designated representative, should assign a rating supervisor and a division supervisor for each employee in the department whenever possible. The rating supervisor should have thorough knowledge of the employee's work responsibilities and job performance. The division supervisor should review the evaluation.

If the employee had two rating supervisors during the evaluation period, each supervisor should evaluate the employee for the time the employee was under his supervision.

Example: One supervisor supervised an employee for the first three months of an evaluation period. Another supervisor supervised the employee for the other nine months of the evaluation period. Supervisor One would give 3/12 of an evaluation and Supervisor Two would give 9/12 of an evaluation. Together, the two would equal a single evaluation of the employee. How to compute this combined total is explained in the Two Supervisors section on p. 12 of this manual.

GUIDELINES FOR THE RATING SUPERVISOR

The following suggestions should aid rating supervisors in the objective and correct procedures for evaluating employees.

1. Consider each **action** separately, taking into account the particular **action** you are evaluating. Do not be influenced by your general opinion of the employee's overall performance, and/or performance on other actions which do not relate to the one being evaluated.
2. Do not be influenced by one or two unusual incidents, but evaluate in terms of regular day-to-day performance. Do not go beyond the evaluation period in your consideration. An incident that occurred in last year's evaluation period should have no influence on this year's evaluation.
3. Consider your evaluation in terms of the employee's **present** duties, not in terms of the duties of a higher or lower classification.
4. Do not consider potential value or ability of the employee. Your evaluation should reflect the level at which the employee is actually performing his duties.
5. The expectations of a supervisor toward the employee's performance level should vary from employee to employee. For instance, a supervisor should not expect the employee who has been on the job only one year to perform at the same level as someone who has been in a similar position for four years.
6. The supervisor should use his own judgment when evaluating the employee's work performance. He should not be influenced in his evaluation by the opinion of others.

Supervisors should maintain a continuing process of employee evaluation through day-to-day observance. This facilitates the written evaluation when it is due. Supervisors should make every effort to ensure that the evaluation actually reflects the employee's performance. Equal consideration should be given to each employee when completing the evaluation. The evaluation should not be viewed as something to "get out of the way."

HOW TO COMPLETE THE EMPLOYEE PERFORMANCE EVALUATION

When beginning an evaluation, the first thing that needs to be done is to get out the Employee Position Description form. Turn to the "Responsibilities and Actions" page, which is the sole basis for the evaluation.

EVALUATING THE EMPLOYEE

Each identified **action** on the position description will be evaluated in accordance with one of the following five levels.

1. **Outstanding** (5 points) - The employee's achievements and contributions greatly exceed the expectations of the position. This indicates unusually high performance.
2. **Commendable** (4 points) - The employee's achievements and contributions exceed the expectations of the position. This level should reflect progressive improvement of job or professional performance. The employee should exemplify work standards for which the satisfactory employee should aspire.
3. **Satisfactory** (3 points) - The employee's achievements and contributions meet the expectations of the position. This level should reflect that the employee is performing in a satisfactory manner, but has shown little improvement in job or professional performance during the evaluation period.
4. **Conditional** (2 points) - The employee's achievements and contributions are slightly below the expectations of the position. This level indicates that the employee's performance is slightly below the work standards of the satisfactory employee.
5. **Unsatisfactory** (1 point) - The employee's achievements and contributions are greatly below the expectations of the position. Immediate improvement is needed. This level indicates the need for immediate counseling by the rating supervisor in order to improve the employee's work performance. Unsatisfactory performance cannot be accepted over long periods of time and will ultimately lead to disciplinary action if not corrected.

Points may be given as whole points or as half points. An employee who performs a task at an above satisfactory level part of the time, but does not consistently exceed performance expectations, may be rated at 3 ½ points for the specified task.

The appropriate level of performance for each action should be indicated in the corresponding action column on the evaluation form. The letters (A, B, C, etc.) on the form are the letters of the actions on the position description.

Example:

Responsibility	Actions Necessary to Meet Responsibility			
<u>Number</u>	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>
1.	3	3	4	4

In this example, which is Responsibility One taken from the Example Position Description on page 7, the supervisor felt that the employee's performance was satisfactory or commendable on each of the actions. For this responsibility there were four actions; other responsibilities may have more or less.

STEPS FOR COMPUTING TOTAL POINTS

1. **Total Action Points** - When computing total points, the first step is to sum the action points for each responsibility. **Do not** sum all the action points for all the responsibilities. Each responsibility is done individually. Using the previous example, the sum would be 14 (3+3+4+4).
2. **Total Action Points Over Number of Actions** - A fraction is created by placing the sum of the action points (14) for a responsibility over the total number of actions (4) for that responsibility (14/4). You then divide this (14/4) to put it in decimal form (3.50).
3. **Multiply** - The decimal number you get from the above step (3.50) is multiplied by the number of priority points assigned to the responsibility (3.50 X 15 = 52.50).
4. **Total Points** - This is the number obtained in the above step (52.50). The number should **always** be rounded to **two** decimal places.

<u>Total Action Points</u>		<u>Priority</u>		<u>Total</u>
<u>No. of Actions</u>	X	<u>Points</u>	=	<u>Points</u>
14/4 = 3.50	X	15	=	52.50

Complete these steps for each responsibility.

If, for some reason, the employee did not have an opportunity to perform an action, simply skip over it in the evaluation process and divide by one less action. If the employee was not allowed the opportunity to complete a responsibility, do not evaluate the responsibility. But remember, you will need to redistribute the priority points to the other responsibilities in order to maintain a total of 30 priority points.

THE OVERALL RATING

This is the sum of the total points for each responsibility. The **Total Points** column on the Evaluation form is added and that number is the OVERALL RATING. This number is later transferred to the second page of the Employee Performance Evaluation.

SPECIAL CASES

There are two special cases that affect the computation of the Overall Rating on the performance evaluation.

1. **Transfer of Job Assignment** - In the event that an employee is transferred to a different job during an evaluation period, a weighted formula, based on time within a job assignment, should be used. When this situation occurs, the employee is evaluated for each job assignment separately. The Overall Rating for each assignment is then multiplied by the time spent in that particular assignment to give you the weighted points.

Example: An employee is in a position for the first five (5) months of the evaluation period, and is then transferred to another position for the last seven (7) months of the evaluation period. Remember, a normal evaluation period is 12 months. The employee's Overall Rating for his first job was 122.25, and 121.40 for his second job. The employee's weighted total is figured as follows:

- A. First Job: $122.25 \text{ (Overall Rating)} \times .417 \text{ (5/12)} = 50.98$
Fraction (.417) was created by dividing time in position (5 months) by 12 months
- B. Second Job: $121.40 \text{ (Overall Rating)} \times .583 \text{ (7/12)} = 70.78$
Fraction (.583) was created by dividing time in position (7 months) by 12 months
- C. Sum: $50.98 + 70.78 = 121.76$ which is the total weighted points or Overall Rating of the employee's evaluation.

2. **Two Supervisors** - In the event an employee has two rating supervisors during an evaluation period, the employee's Overall Rating is calculated much like the "Transfer of Job Assignment." Each supervisor fills out an evaluation based only on the time in which the employee was under his supervision. Just as in the above example, the employee's Overall Rating is multiplied by the amount of time each supervisor supervised the employee. The sum of the calculations is the total weighted points or Overall Rating of the employee's evaluation.

Example: Supervisor One supervised the employee for the first three months of the evaluation period and gave the employee an Overall Rating of 120.50 on the performance evaluation. Supervisor Two supervised the employee for the remaining nine months of the evaluation period and gave the employee an Overall Rating of 118.35 on the performance evaluation. The employee's total weighted points are figured as follows:

- A. Supervisor One: $120.50 \text{ (Overall Rating)} \times .250 \text{ (3/12)} = 30.13$
- B. Supervisor Two: $118.35 \text{ (Overall Rating)} \times .750 \text{ (9/12)} = 88.76$
- C. Sum: $30.13 + 88.76 = 118.89$ which is the total weighted points or Overall Rating of the employee's evaluation.

PAGE TWO OF THE PERFORMANCE EVALUATION

Recommendations or Comments by Rating Supervisor

This section provides an excellent opportunity for the Rating Supervisor to comment on exceptional performance, as well as to suggest areas needing improvement. The Rating Supervisor **must sign** this portion of the form, regardless of whether or not he makes any comments as to the employee's performance.

Recommendations or Comments by Division Supervisor

The Division Supervisor should comment on the employee's job performance and record any comments to supplement those of the Rating Supervisor. The Division Supervisor **must also sign** this portion of the form regardless of whether or not he makes any comments as to the employee's performance.

Pay Determination by Department Head

Overall Rating - This number is obtained from Page One of the rating form. Compare the Overall Rating to the scale on the second page of the Employee Performance Evaluation.

SCORE = 90-150 - Required for Merit Increase

SCORE = below 90 - Not eligible for Merit Increase

Pay Action - The appropriate box should be marked to indicate the type of action:

Pay Increase Approved - Overall Rating is 90.0 or above.

Pay Increase Denied - Overall Rating is 89.99 or below.

Not Eligible for Pay Action - employee, for example, is at the maximum rate for his class. He would be rated annually, but is not eligible for a pay increase. Or, the employee may have been transferred to another division or department, or changed supervisors within the rating period. A rating is required in each of these instances, but the employee is not eligible for a pay increase.

Pay Decrease - employee, for example, has received a demotion for cause and his rate of pay is being reduced. To be used if a personnel action results in a reduction in pay.

Other - for use in special situations not covered by any of the above. For example, employee transfers to another Department.

Summary Comments - The Department Head should record any comments he may have. The Employee Performance Evaluation form **must be signed** by the Department Head before the post evaluation interview with the employee.

Post Evaluation

After the Department Head signs the Employee Performance Evaluation form, it is recommended that the Rating Supervisor discuss with the employee the content of the performance evaluation. The purpose of such discussion is to explain the completed evaluation and future performance expectations.

The post evaluation interview should also allow the employee an opportunity to discuss personal goals and objectives for the next evaluation period.

Employee's Comments

This section is completed **after** the Department Head has seen the evaluation and commented on it, and **after** the post evaluation interview. Here the employee may record any comments or statements regarding the evaluation, either positive or negative. The employee **must** sign the form. Please note, the employee's signature **does not** mean he agrees with the evaluation. It only means he has seen the form and reviewed it with the Rating Supervisor.

A space is provided for the employee's driver's license number. The Driver's License Number is required only when the employee must operate a vehicle to satisfactorily perform the responsibilities of the job. The supervisor should request the employee display the driver's license or commercial driver's license, document the number in the space provided, and confirm the license has not expired.

There is an example of the Employee Performance Evaluation on pages 15 and 16 of this booklet.

FORM DISTRIBUTION

The Employee Performance Evaluation form consists of three parts which should be distributed as follows:

- Original (white) - Personnel Department
- First Copy (yellow) - Department Files
- Second Copy (pink) - Employee

The original copy, which is sent to the Personnel Department, will be reviewed before it is placed in the employee's file. All performance evaluations must accompany a personnel action form in order for a change in pay action to occur. Only those employees who are at their position's maximum rate for their pay grade do not require a personnel action form. A copy of the Employee's Position Description must accompany the original copy of the Employee Performance Evaluation when:

1. The employee receives his first evaluation.
2. The Employee's Position Description has been revised and a subsequent evaluation has been completed.

The intent is to have a copy of the employee's most current Position Description on file in the Personnel Department.

A check-off list outlining the steps involved in completing the Employee Performance Evaluation can be found on page 17.

EMPLOYEE PERFORMANCE EVALUATION

CITY/COUNTY PERSONNEL DEPARTMENT

LANCASTER COUNTY

Purpose of Report

Last Name	First	Social Security Number
Classification Title		Current Grade & Step
Class Code	Department/Division	

For Period from _____ to _____

☐ Completion of Probation

☐ Annual Evaluation

☐ Merit Evaluation

☐ Completion of Promotion Probation

☐ Demotion for Cause

☐ Other _____

Responsibility Number	Actions Necessary to Meet Responsibility												Total Action Points/ No. of Actions		X	Priority Points	=	Total Points	
	A	B	C	D	E	F	G	H	I	J	K	L							
EXAMPLE:	3	3	4	4	-	-	-	-	-	-	-	-	14/4	=	3.50	X	15	=	52.50
1.														=		X		=	
2.														=		X		=	
3.														=		X		=	
4.														=		X		=	
5.														=		X		=	
6.														=		X		=	
7.														=		X		=	
8.														=		X		=	
9.														=		X		=	
10.														=		X		=	

Date of Employee Position Description utilized for evaluation: _____

(Please attach copy if new employee or if Position Description is revised)

Overall Rating:
(Overall Rating = Sum of Total Points)

Important Note

The Employee Position Description must be used with this evaluation form. In fairness to the employee, consider each responsibility and action carefully before rating. Judge the employee on the entire period covered by this report, not only upon isolated incidents. Evaluate each action of a responsibility according to the five levels defined in Rating Criteria. See the example provided above for proper placement of numerical values. Before rating your employees, please review your Position Description and Performance Evaluation Manual.

Rating Criteria

Employee's achievements and contributions in the position:

Greatly exceed expectations.....Outstanding (5 points)

Exceed expectations.....Commendable (4 points)

Meet expectations.....Satisfactory (3 points)

Are slightly below expectations.....Conditional (2 points)

Are greatly below expectations.....Unsatisfactory (1 point)

Employee Performance Evaluation

Last Name _____

First _____

LANCASTER COUNTY

Recommendations or Comments by Rating Supervisor

Comment on any aspect of employee's performance that deserves positive or negative (area of needed improvement) feedback, involving areas such as, but not limited to: innovativeness, cooperation, attitude, politeness, safety observance, and abuse of allotted time for rest or lunch breaks. In the event of unsatisfactory or conditional performance, outline to employee a plan of improvement so that employee knows what is to be expected.

Rating Supervisor _____ Date: _____

Recommendations or Comments by Division Supervisor

Division Supervisor _____ Date: _____

Pay Determination by Department Head

Pay Action

Overall Rating

SCALE: 90-150 (Required for Merit Increase)

(from Page 1): _____

Below 90 (Not Eligible for Merit Increase)

' Pay Increase Approved

' Pay Increase Denied

' Not Eligible for Pay Action

' Pay Decrease

' Other _____

Summary Comments

Department Head _____ Date: ____/____/____

Employee's Comments

My signature does not indicate agreement or disagreement with the contents of this evaluation. It only verifies that I have read the contents of this evaluation.

Driver's License Number (if required) _____ Exp. Date _____

Employee's Signature _____ Date: _____

For Personnel Department Use Only:

Personnel Action Form Received: ☐ Yes ☐ No

PERFORMANCE EVALUATION CHECK-OFF

The following check-off list outlines the steps involved in completing the Employee Performance Evaluation. Page numbers indicate where in the Manual a more detailed explanation of a particular step can be found.

- G Get out the employee's Position Description form and turn to the Responsibilities and Actions. (Page 8-10)
- G Evaluate **each action** and enter appropriate level of performance on the evaluation form. (Page 10-11)
- G Compute total points for **each responsibility**. (Page 11)
- G Add total points column to obtain Overall Rating. (Page 11-12)
- G Rating supervisor completes *Recommendations or Comments by Rating Supervisor* portion of Evaluation form. (Page 13)
- G Division supervisor completes *Recommendations or Comments by Division Supervisor* portion of Evaluation form. (Page 13)
- G Department head completes *Pay Determination by Department Head* portion of Evaluation form. (Page 13)
- G After all of the above steps have been completed, the Rating Supervisor and the employee discuss the evaluation. (Page 14)
- G Employee completes *Employee's Comments* portion of Evaluation form. (Page 14)
- G Evaluation form is separated and distributed. (Page 14)